CONTENTS

WELCOME.................................................................................................03
A Message from Chief Executive Officer, Mitch Barns....................... 04
A Message from Chief Human Resources Officer, Mary Liz Finn ...... 05
A Message from Chief Diversity Officer, D. Sangeeta....................... 06
A Message from SVP, Global Diversity and Inclusion, Angela Talton.. 07

ERG HISTORY AND BACKGROUND...........................................09

ERG IMPACT
Recruitment..........................................................................................11
Professional Development.....................................................................12
Community Outreach..........................................................................13
Education and Engagement.................................................................14
WELCOME

Nielsen recognizes that our talented and diverse workforce increasingly reflects the markets we measure and provides a key competitive advantage, bringing enhanced value and diverse insights to our clients.

Our business success is a testament to the quality, skills and experiences of our people, and we are committed to seeking and retaining the best talent to ensure ongoing business growth, performance, and client satisfaction.

Nielsen believes in treating all people with respect and strives to foster a supportive, inclusive environment that allows all individuals to realize their maximum potential within the company. We embrace our associates’ differences and are committed to employing the best people to bring the greatest value to our clients.
At Nielsen, diversity and inclusion are crucial to our growth, strength, and ability to innovate.

A key component of our diversity and inclusion (D&I) commitment is our network of Employee Resource Groups (ERGs). The grassroots work of our ERGs ranks among Nielsen’s greatest success stories over the past several years. In fact, my time sponsoring an ERG was one of my proudest times during my 17 years with the company, and I still enjoy opportunities to participate in their outstanding work. With our values at their core, the ERGs are all about collaborating to make our business stronger, tapping into the thoughts and experiences of all our associates, and collectively focusing on making greater impact, both from business and social standpoints.
Our diversity makes Nielsen a stronger company – it fuels our growth, drives innovation and helps us create great outcomes for our clients. In support, our Employee Resource Groups (ERGs) help bring the strength of our diverse efforts to life. They enrich our company culture, support our business objectives and give talented associates the opportunity to develop, to make a difference, and grow with us. Our ERGs make important investments in their members through creating opportunities to take some risks, lead important initiatives, network with colleagues and engage with leaders across the company. I am so proud of the work they have done for their members, and know that the experience of being part of an ERG has been an outstanding opportunity for employees to develop leadership skills. As executive sponsor of our Women In Nielsen (WIN) ERG, I am excited about the expansion of its efforts throughout 2013 – from Africa to Turkey, and from the UK to Latin America – demonstrating the value of WIN across the globe.
Our commitment to Diversity and Inclusion helps drive innovation and growth that makes our company stronger and financially more successful. We, therefore, invest in our diversity and inclusion efforts via internal and external advisory councils, our leadership team, Nielsen’s supplier diversity program, and through our Employee Resource Groups. Since 2006 when our first ERG was launched, these open, inclusive, volunteer organizations allow employees to network across all business areas and all geographies, both domestically and globally. Nielsen is committed to leveraging the talents of our employees to increase engagement and to provide superior insights to the markets and clients we serve. We are proud of the strides Nielsen’s Diversity & Inclusion teams have made thus far, and in my role as Chief Diversity Officer, I am very excited about the opportunities that the collaborative and innovative work of our Employee Resource Groups bring to our business, particularly as we expand and grow in new markets.

DIVERSITY AND INCLUSION STRATEGY
FIVE-PRONGED APPROACH

1. ACCOUNTABILITY
   - Business Unit Level Scorecards reviewed quarterly
   - Trend analysis of representation, movement, recruitment, retention, engagement, and spend

2. CAREER DEVELOPMENT
   - Robust D&I Talent Management leadership development program builds skills training on D&I
   - as a global business imperative

3. RETENTION
   - ERG’s leveraged to onboard and engage ALL new hires
   - Talent Acquisition liaison with ERGs to increase recruitment

4. SUPPLIER DIVERSITY
   - Achieve and exceed 10% MWVBE goal
   - Mentor diverse suppliers
   - Partner with CSEs to meet client spend requirements

5. EDUCATION
   - Multi-cultural and inclusive messaging communicated throughout Nielsen globally
   - Support for STEM education
At Nielsen, diversity and inclusion are integral parts of our organization’s make-up. By diversity, we mean far more than the diversity you can see; we value diversity of thought, experiences, skills and backgrounds. We leverage those differences to create innovative solutions for our clients and to build an inclusive work environment.

Our ERGs are great examples of how employees are encouraged to bring their full selves to work. Operating under the four focus areas below, they provide a wonderful environment in which employees can help to grow and strengthen Nielsen.

- **Recruitment / Networking** - Support recruitment efforts and develop networks to increase representation of diverse talent at all levels.
- **Professional Development** – Offer professional development opportunities to ensure continuous learning for diverse talent.
- **Community Outreach** - Lead and collaborate on community outreach initiatives that align to NielsenCares, External Affairs and Supplier Diversity strategies.
- **Education and Engagement** - Provide engagement and education opportunities to members, employees, and clients to drive inclusion and increase cultural competence.
In 2013, membership in every ERG increased in the United States. The ERGs were responsible for a number of accomplishments, including the client-focused Diverse Intelligence Series events, an LGBT Entertainment Media Mixer, and collaborations with City Harvest, Special Olympics, Hiring Our Heroes, and Toys for Tots. Additionally, our Women in Nielsen (WIN) ERG expanded to South Africa, Kenya, Nigeria, Uganda, Ghana, Cameroon, the UK and Turkey and the PRIDE (LGBT) ERG launched a chapter in Canada! This growth provides associates the opportunity to network, exchange ideas, and strengthen links within the business.
ERG HISTORY & BACKGROUND

In 2006, Nielsen initiated its first Employee Resource Group (ERG) to provide expanded insight into the US Hispanic/Latino market. The group supported the business by translating materials for our panels. As we expanded the ERG program, we aligned the groups to impact organizational recruiting, develop and retain talent, and support community outreach. We expanded the program with two leaders in each of the six US regions: Central, Midwest, Northeast, Southeast, West Northern California and West Southern California. At the same time, the program increased senior leadership engagement; each of our ERGs now has a Nielsen Global Leader and an Executive Sponsor who collaborate to develop their strategies and measure impact on professional development, community outreach and education/engagement. In 2013, PRIDE expanded to Canada, and WIN has expanded to South Africa, Kenya, Nigeria, Uganda, Ghana, Cameroon, UK, Turkey, and will soon launch within Latin America.

This year, each ERG has identified a business priority in order to make an even greater, more measurable business impact for Nielsen.
Every March, we bring together our ERG Leaders and ERG Executive Sponsors from around the globe to a leadership development and strategy session to align the year’s key initiatives, share best practices, engage with senior leaders, identify ways to collaborate more effectively, gain leadership skills, and build their network.
ERG IMPACT

RECRUITMENT

In collaboration with Talent Acquisition, our ERGs support recruitment efforts by helping source talent at University Recruitment events, Military Career Fairs, Disability Career Conferences and through the direct referral of talent.

- SERV helped us surpass our goal for the second consecutive year. Nielsen produced a “Hiring Our Heros” video, that featured veterans and SERV leaders and members.
- ADEPT is forging new relationships with universities and attending disability career workshops, and Career Expos for people with disabilities and Wounded Warriors.

162 MILITARY/VETERAN HIRES IN 2013
PROFESSIONAL DEVELOPMENT

Providing opportunities for Nielsen associates to learn about the industry, enhance their skills and capabilities and develop in their careers is important to helping individuals, teams and the organization. Our ERGs:

- Held meet and greets during Onboarding to engage new associates early in their Nielsen careers
- Hosted development conferences in Cincinnati, New York, San Francisco, Schaumburg, Minneapolis and Toronto, and a leadership program in India
- Developed the “Build Your Own Brand” educational series
- Offered “Learning How to Effectively Network” series in the US and Latin America
- Piloted virtual Spanish language classes
- Hosted on-site Toastmasters chapters
- Collaborated with clients on networking events
- Sponsored workshops on topics ranging from career management and industry information with internal and external speakers

RECEIVED A 100% SCORE ON THE HUMAN RIGHTS CAMPAIGN CORPORATE EQUALITY INDEX
COMMUNITY OUTREACH

The ERGs also work closely with Nielsen’s external affairs, supplier diversity and corporate social responsibility teams to increase their awareness of Nielsen’s commitment to corporate citizenship. We are proud of the strategic relationships our ERGs have developed that help in the community, but also allow Nielsen associates to connect to initiatives where they have a passion to make a difference.

- ADEPT’s strategic relationship with Special Olympics resulted in cumulative in-kind giving of over $100,000.
- Over 600 Nielsen associates who signed on for the “R-Word” Pledge (Spread the Word to End the Word).
- Volunteers across the country and in Latin America taught classes to hundreds of students.
- Expanding WIN’s reach for 2014 International Women’s Day – 90 events in 100+ markets, involving over 2,600 Nielsen volunteers and 10,000 associates in internal activities and community outreach.
- AAL brought awareness to the bone marrow shortage within the Asian American Community. This initial campaign led to over 100 Nielsen associates signing up for the registry.

In addition, select members from our seven employee resource groups serve as supplier diversity liaisons. They are an extension of our supplier diversity team in our Chicago, Cincinnati, Los Angeles, New York and Tampa office locations who are championing program awareness efforts among our internal and external constituents.
EDUCATION AND ENGAGEMENT

Leveraging and expanding the External Affairs’ Diverse Intelligence series, the ERGs host client events to discuss the watching and buying behaviors of multi-cultural consumers. In 2013, the ERGs hosted events in Canada, New York, Chicago and Cincinnati to educate clients, associates and our local communities about the changing consumer marketplace and the impact on various business segments. We’ve engaged with nearly 500 client and community leaders.

Also, it is important to celebrate and observe the diversity of our associates while embracing and providing education and insight about different cultures. Our ERGs host a variety of opportunities around International Women’s Day, Diwali, LGBT PRIDE Month, Black History Month, Disability Inclusion & Awareness, Cinco de Mayo, Veteran’s Day, Asian Pacific American Heritage Month, among others.

Nielsen’s ERGs are voluntary, employee-driven groups that support, align and connect associates to bring innovative solutions to the business. Membership is open to all Nielsen employees.
EMPLOYEE RESOURCE GROUP

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ABOUT NIelsen

Nielsen Holdings N.V. (NYSE: NLSN) is a global information and measurement company with leading market positions in marketing and consumer information, television and other media measurement, online intelligence and mobile measurement. Nielsen has a presence in approximately 100 countries, with headquarters in New York, USA and Diemen, the Netherlands.

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